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13 June 1956

DDA Memo, 4 Apr 77

Auth: DDA REG.                     Date: 17 JAN 78 By:                     

MEMORANDUM FOR: Deputy Director (Plans)

SUBJECT: Agency Requirements for  
Instructor Personnel

1. For the five years that I have been the Director of Training, my office has periodically plagued, cajoled and plead with your office over the assignment of qualified Clandestine Services personnel to act as instructors in clandestine operations courses. This obviously is not the way to make friends and win people, and the results have not been as satisfactory as you and I would want them to be.
2. There has never been any lack of understanding or goodwill on the part of the staffs and divisions of DD/P in attempting to resolve the problem. All understand that good training is the basic foundation to good performance, that training is usually as good as the man who gives it, and that instructors in clandestine methods and techniques, as practiced by CIA, cannot be recruited fresh from the Ivy League or even the FBI. They've got to come

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from operationally experienced and respected Clandestine Services personnel. And right here, in attempting to steer a placid course between Scylla and Charybdis, is where our barque founders. The Office of Training and the Clandestine Services are in competition for the same people. We would like to have them assigned as instructors, and your office vitally needs them as overseas station chiefs and operations officers or as headquarters division and branch chiefs. And again, right here is where men of sincerity, understanding and goodwill from both our respective offices seem able to agree solely on one old bromide — there are too few qualified people in CIA to go around. I'm not absolutely sure this is true though I suspect so. If it is, and we can substantiate it, I suggest we solicit the help of the DD/S and go to the Director with the anomaly. Since the imposition of "the ceiling" in August 1955, the requirements levied on CTR by "competent authority" have increased alarmingly, and I'd be surprised if DD/P requirements had fallen off in the same period!!

1. Unfortunately, the half-decade problem which is the subject of this memorandum is more acute today than at any time in the past five years. On returning from our ninety-day survey of overseas

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training activities (during which [ ] and I were handed requirements for the replacement of approximately [ ] instructors over the next 12 months!) I found that the instructor staff of the Operations School had been depleted so drastically by rotation to DD/P that I've no choice but to curtail instruction unless replacements are forthcoming. (See attached statistics.) Also, as you know, I have the responsibility of filling the training slots at [ ] every 18 months.

4. But black as the picture appears to be, I still think we can lick it, and I'd like to take one more crack at it before throwing in the towel. Will you designate a representative of your office who can speak with some authority to meet with me to find a workable solution to the problem. I have several suggestions, among them:



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b. That all present and future Clandestine Services Instructions pertaining to Career Service programs for your personnel include a statement that, as part of their development, they will be made available at least once in their careers to OTR as instructors. Such assignments would normally come after the second or third overseas tour and would be of 24 to 36 months' duration. Senior Clandestine Services personnel should understand that they too may be expected to serve tours in OTR of lesser duration. Once it was understood that this is SOP for all Clandestine Services careerists, I believe the onus would be lifted. And are we still too young an organization to use the directed assignment principle, time-honored by the Military and the Foreign Service?

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c. That we again give joint consideration to the establishment of the Action Cadre Unit [ ] Even though it may be possible to curtail the large-scale paramilitary type training activities presently being conducted overseas, we will always need a few highly qualified CIA case-officer instructors [ ] if we are to operationally exploit the overseas training situation. I estimate that it will take approximately two years to train adequately these instructors. First of all, they must be qualified case officers; second, they must be instructors skilled in the subjects they are to teach [ ] [ ] last, they should have language proficiency in the language of the host country. I suggest that only by the establishment of the Action Cadre Unit will we be able to meet our responsibilities and that we should request authority to double slot these potential instructors during the period they are being trained for their overseas assignments.

d. That an orderly system of rotation be established between our respective components. A number of our present staff of instructors in the Operations School are approaching the end of their 10-month tour. Over the next 18 months, we

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SIGNED

**MATTHEW BAIRD**  
Director of Training**SECRET**

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**Personnel Statistics Showing**  
**Exchange of Personnel**

**between**

**THE CLANDESTINE SERVICES**

**and**

**THE OFFICE OF TRAINING**

1. Office of Training Career Designees (ST) presently on rotation assignments to the Clandestine Services..... 41
2. Office of Training positions presently encumbered by Clandestine Services Career Designees..... 34
3. Office of Training Career Designees (ST) rotated to the Clandestine Services during the period May 1955 to present 35
4. Planned rotations from the Office of Training to the Clandestine Services now in various stages of processing 20
5. Clandestine Services Career Designees rotated to the Office of Training during the period May 1955 to present 12

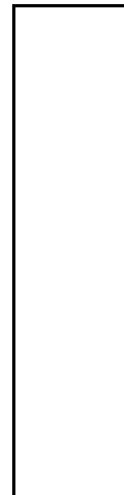
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PERSONNEL REPORT

Basic School

1. Total authorized positions
2. Total positions occupied
3. Positions encumbered by C/S  
career designees
4. Positions encumbered by other  
career designees
5. Positions encumbered by ST  
career designees
6. ST career designees with no  
operational experience
7. Position vacancies

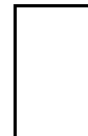


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Intelligence School

1. Total authorized positions
2. Total positions occupied
3. Positions encumbered by C/S  
career designees
4. Positions encumbered by other  
career designees
5. Positions encumbered by ST  
career designees
6. ST career designees with no  
operational experience
7. Position vacancies



0

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Language and External Training School

1. Total authorized positions
2. Total positions occupied
3. Positions encumbered by C/S  
career designees
4. Positions encumbered by other  
career designees
5. Positions encumbered by ST  
career designees
6. ST career designees with no  
operational experience
7. Positions vacant

1

1

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Operations School

1. Total authorized positions
2. Total positions occupied
3. Positions encumbered by C/S  
career designees
4. Positions encumbered by other  
career designees
5. Positions encumbered by ST  
career designees
6. ST career designees with no  
operational experience
7. Position vacancies

1

25X1

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Plans and Policy Staff

1. Total authorized positions
2. Total positions occupied
3. Positions encumbered by C/S  
career designees
4. Positions encumbered by other  
career designees

1

2

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5. Positions encumbered by ST career designees
6. ST career designees with no operational experience
7. Position vacancies

0

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Assessment and Evaluation Staff

1. Total authorized positions
2. Total positions occupied
3. Positions encumbered by C/S career designees
4. Positions encumbered by other career designees

0

0

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5. Positions encumbered by ST career designees
6. ST career designees with no operational experience
7. Position vacancies

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Support Staff Headquarters

1. Total authorized positions
2. Total positions occupied
3. Positions encumbered by C/S career designees
4. Positions encumbered by other career designees
5. Positions encumbered by ST career designees
6. ST career designees with no operational experience
7. Position vacancies

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Support Staff

1. Total authorized positions

2. Total positions occupied

3. Positions encumbered by C/S  
career designees

4. Positions encumbered by other  
career designees

5. Positions encumbered by ST  
career designees

6. ST career designees with no  
operational experience

7. Position vacancies

0

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☐ ST designees on rotation. ✓  
instructor ST designees on rotation. ✓

ST designees - rotations out - May 1955 - May 1956:

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Instructors:	<input type="checkbox"/>	Others:	<input type="checkbox"/>
To DD/P:		To DD/P:	
To other		To other	
offices:		offices:	

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Non-ST designees — rotations out - May 1955 - May 1956:

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Instructors:	<input type="checkbox"/>	Others:	<input type="checkbox"/>
To DD/P:		To DD/P:	
To other		To other	
offices:	0	offices:	

25X1

Rotations in - May 1955 - May 1956:

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Instructors:	<input type="checkbox"/>	Others:	<input type="checkbox"/>
From DD/P:		From DD/P:	
From other		From other	
offices:		offices:	

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Number rotations out, to DD/P: ☐ ✓  
Number rotations in, from DD/P: ☐ ✓

\* in addition to this figure there are ☐ more individuals in  
various stages of leaving OTR. For all intents and purposes,  
the total loss from May 1955 to the present is ☐ to DD/P.

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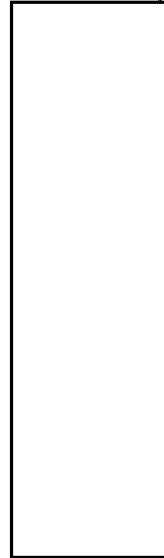
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Office of Training

1. Total authorized positions
2. Total positions occupied
3. Positions encumbered by C/S/  
career designees
4. Positions encumbered by other  
career designees
5. Positions encumbered by ST  
career designees
6. ST designees with no  
operational experience
7. Position vacancies



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